



FAIRFAX COUNTY
PUBLIC SCHOOLS

Department of Financial Services

Office of Procurement Services
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Falls Church, Virginia 22042-1203
Telephone: 571-423-3550

May 23, 2016

ADDENDUM NO. 1

TO: ALL PROSPECTIVE OFFERORS
REFERENCE: RFP2000001880
FOR: Suite of Surveys
CLOSING DATE/TIME: **June 9, 2016 @ 2:00 p.m.**

RFP MODIFICATIONS:

The referenced Request for Proposal is amended as follows:

1. The closing date has been extended from June 2, 2016 to June 9, 2016.
2. Delete last sentence of Special Provisions, Paragraph 18.1 "The County reserves the right to make multiple awards as a result of this contract".
3. Add Special Provisions, Paragraph 6.14 that reads as follows:

6.14 All data gathered thru all surveys by the successful vendor shall become the property of FCPS.

RFP CLARIFICATIONS:

The following are responses to questions received via e-mail and during the Pre-proposal Conference held on Friday, May 13, 2016.

- Q1. In Section 2, Minimum Qualifications, the RFP states, "Offeror must be the prime contractor and subcontracted services will not be accepted." We do not have an in-house printer or call center and we regularly employ trusted partners for these supporting services. Would such indirect expenses be considered "subcontracted services" and preclude our company from meeting the minimum qualifications for an Offeror?
- A1. FCPS will not consider subcontracted services for the core requirements listed in the RFP. Administrative support services as printing services may be subcontracted. .
- Q2. The RFP is referred to as "Request for Proposal Number: 4400001880" on required form (DPSM32) rev FCPS 07/15 and RFP2000001880 everywhere else in the RFP. Which is the correct RFP number we should reference in our proposal?
- A2. RFP #20001880 is the correct number to reference.

- Q3. In the RFP, Fairfax County Public Schools (FCPS) states that it began administering the biennial Working Conditions Survey in 2008. There has been a very high survey participation rate among licensed FCPS professionals culminating in an 82.2% response from the last administration in 2014. Was survey participation considered “mandatory” or was an incentive provided to the 13,752 licensed FCPS professionals who responded to the 2014 survey? If an incentive was provided, what was it?
- A3. The survey was not considered mandatory and there were no incentives provided for completion.
- Q4. Was the biennial Working Conditions Survey administered in 2010? If so, why aren’t the results summarized in the RFP? If not, why not?
- A4. The biennial “Working Conditions” Survey was administered in 2010. FCPS just provided the starting and end-points in the summary using the statement that FCPS would typically post. In 2010 there was a 75% participation rate
- Q5. We respectfully request a copy of the following:
- a. The 2014 Working Conditions Survey questionnaire.
 - b. The 2014 Working Conditions Survey findings and implications report.
 - c. The internally created FCPS Exit Survey.
 - d. The Climate Survey that was administered to a select sampling of schools over a two-year period.
 - e. The Employee Engagement Survey.
 - f. A copy of the survey that was developed and administered for the Compensation Study.
- A5. The 2014 Working Conditions Survey questionnaire and results are found at: www.fcpswcs.org The Exit Survey was created using Survey Monkey. The Vendors for all other surveys own the rights to their own questions therefore that information cannot be shared.
- Q6. For all of the above mentioned surveys, we assume these were administered online and that FCPS will provide all the email addresses to the vendor hired to continue the ongoing administration of this suite of organizational performance surveys. Are these assumptions correct?
- A6. This is correct (Reference Special Provisions, paragraph 6.13), FCPS will provide an excel spreadsheet that contains (email addresses, titles, department, region, etc.) information that the successful offeror will need to complete the required reports (Reference Exhibit C for a list of sample fields within a data file provided by FCPS).
- Q7. For surveys of other potential audiences including students, parents and community members, please describe what, if any, contact information and/or survey dissemination assistance FCPS will provide. For example, would teachers be able to hand out and collect completed paper surveys to students in their classrooms? Would FCPS provide email addresses for parents to whom we would administer an online survey?
- A7. FCPS will provide the successful offeror with a data file with the prospective participants of any survey, as applicable. The goal of FCPS is to provide electronic venues in all possible instances. In the above example with students, FCPS will allot time and computer labs to complete the surveys (Reference Exhibit C for a list of sample fields within a data file provided by FCPS).
- Q8. Have surveys of students, parents, and community members been administered previously? If so, we respectfully request copies of these questionnaires. What is the budget for this project?
- A8. The above mentioned surveys have not been administered in the past; therefore FCPS does not have any information that can be provided to Offerors. However, schools sometimes create their own student/parent surveys using survey monkey or other applications. The budget for this project is flexible and fluid and will change with the needs of FCPS requirements

- Q9. What was the budget for/total cost of the organizational performance surveys administered in 2012 and 2014?
- A9. This information is irrelevant for the purpose of this RFP.
- Q10. With regard to the contractors required cyber/information technology insurance which of the following coverages are required:
- a. Website publishing liability
 - b. Security breach liability
 - c. Programming errors and omissions liability
 - d. Replacement or restoration of electronic data
 - e. Extortion threats
 - f. Business income and extra expenses
 - g. Public relations expense
 - h. Security breach expense
- A10. FCPS requires vendors to maintain cyber liability insurance including 3rd party notification, credit monitoring, and fraud protection. The insurance market for cyber coverage is evolving quickly and policy forms are changing. The vendor should determine which coverages on their policy are applicable to our requirements and will respond to a loss related to the contract.
- Q11. We respectfully request copies of any flyers and/or marketing materials that were developed and/or used by FCPS communications from the previous organizational performance surveys.
- A11. Using the link in A5, provided above, you will be able to see resources used in the working conditions survey for teachers. Vendors have helped craft e-mails, articles, etc. using survey language and data. Sample flyers can be found in Exhibits A and B.
- Q12. In section 6.14., FCPS asks for the Offeror to provide, "at a minimum customized reports by school, department, region and chief level, employee group, job code, salary scale and other attributes identified on the query supplied by FCPS to the vendor. Please indicate approximately how many customized reports FCPS requires?
- A12. The question references to Special Provisions, paragraph 6.12.e. This will depend on the type of survey and the information requested by the different stakeholders. In addition, FCPS will provide the different levels in the data file (excel spreadsheet). Offerors could provide a minimum number of reports in their cost proposal and then itemize for additional reports.
- Q13. For Tasks 6.10 through 6.15, does FCPS only seek confirmation of the Offerors "ability to provide" such services? If cost estimates are required, how would FCPS like Offerors to price Tasks 6.10 through 6.15? Only 6.13 define a minimum quantity.
- A13. The questions reference to Special Provisions, Paragraphs 6.11 thru 6.12. FCPS would like to see an offeror provide a flat rate price for each survey that includes all items listed in the RFP. However, if it needs to be itemized based on number of people taking the survey that is also acceptable.

Q14. To build an appropriate budget that matches the needs of FCPS, it would be helpful to understand the frequency with which FCPS would like to conduct each survey. Does FCPS wish to conduct each survey composing the suite of surveys in every academic year within the contract term? Or would any surveys be conducted biennially or on another rotating schedule of some sort?

- a. If FCPS does not plan to conduct each survey each year, can you please provide the anticipated frequency of each during the contract period? If it is easier to respond using the table below, please include an X for each year in which FCPS would conduct each survey. **Below is the current intent. We don't have a timeframe for the additional surveys at this time. There has been no school board or leadership directive to date. These are being looked at based on the FCPS' Strategic Plan.**

Frequency of Survey Administration				
	AY 2016-17	AY 2017-18	AY 2018-19	AY 2019-20
Employee				
Engagement	X	X		
Satisfaction	TBD	TBD	TBD	TBD
Climate			X	X
Retention	TBD	TBD	TBD	TBD
Student				
Climate	TBD	TBD	TBD	TBD
Communication	TBD	TBD	TBD	TBD
Satisfaction	TBD	TBD	TBD	TBD
Engagement	TBD	TBD	TBD	TBD
Parent/Community				
Communication	TBD	TBD	TBD	TBD
Climate	TBD	TBD	TBD	TBD
Engagement	TBD	TBD	TBD	TBD

- b. Would FCPS plan to conduct each of these surveys towards the end of a given school year? **At this time, based on testing schedules, graduations, and other end of year activities, FCPS does not plan to conduct any surveys at the end of the school year.** Which, if any, could be fielded in the fall or early spring time frames? **We anticipate administering the engagement survey in the late winter/early spring and looking at administering the climate survey in the fall. At this time, there is no plan to administer these surveys in the same school year. If other surveys are administered for students, parents and community it would be based on need and we would work with the vendor to establish a timeline.**

A14. Answers have been provided above in red font to keep the flow of the questions.

Q15. When referring to “the suite of parent and community surveys”, which members of the broader FCPS community (beyond parents) would be targeted for inclusion?

A15. FCPS does not currently have a breakdown of the number of participants for the surveys. A tiered pricing approach would allow the proposal to reflect pricing flexibility for both parties

Q16. Would FCPS prefer a vendor that has existing measures (e.g., climate, satisfaction, engagement) that have been administered in other school districts, or would FCPS prefer that the vendor and district work together to develop survey instruments (with the assumption being that these surveys would include existing measures/scales where appropriate).

A16. FCPS requires a vendor that has existing measures (*at a minimum for engagement and climate*) that have been administered in other school districts. FCPS would like the ability, as stated in the RFP, to add additional questions. We are aware that the additional questions would not be able to be benchmarked against other jurisdiction. We would use the data to track internal trends.

- Q17. Section 6.4 states "Survey reporting shall also provide means to establish, gauge, and track benchmarks from past surveys and with other K-12 jurisdictions similar in size to FCPS:
- a. Must comparison data from other K-12 jurisdictions consist of results on the same survey instruments? Or might publicly available data on comparable measures suffice?
 - b. Does FCPS own data from past surveys conducted in relevant areas? And would these be shared with the awarded vendor to enable longitudinal analyses?
- A17. A) Yes, FCPS would like the comparison data from other K-12 jurisdictions using results on the same survey instrument. Publicly available data is not the preferred method. B) Yes, FCPS owns data from past surveys and the information would be shared with the vendor if necessary
- Q18. What organizations has FCPS worked with to administer past surveys?
- A18. FCPS has worked with Organizational Health Diagnostic & Development Corporation, GALLUP, We Surveys, K12 Insight, New Teacher Center, and Survey Monkey.
- Q19. Does FCPS require that all data collected and survey instruments developed become the property of FCPS?
- A19. All data collected shall become the property of FCPS (Reference RFP Modification #3 above).
- Q20. The RFP notes that FCPS would like all survey data to be hosted on a third-party website. Would FCPS be interested in hosting results/reports on their own district website for public consumption?
- A20. FCPS will host the data on their Intranet and would like the Offeror to provide a cost line item option to host on a third-party website.
- Q21. For student surveys, what is the range of grade levels FCPS would like to include?
- A21. Grade level could vary but appropriateness of the directions and items for the age group are always checked.
- Q22. Would FCPS prefer to offer parent and community surveys both online and on paper, or exclusively online?
- A22. FCPS would offer parent and community surveys online only.
- Q23. What is the anticipated level of funding available for this contract?
- A23. We don't have that information at this time. Itemized pricing is required for employee surveys. . Tiered pricing is acceptable for student, parent and community surveys.
- Q24. Would it be possible to clarify the exact number of surveys that the district is looking for under this contact? Page 4 of the RFP notes the following:
- a. The suite of employee surveys should include, at a minimum, engagement, satisfaction, climate, and retention surveys that highlight areas for improvement, which can be aligned with the organization's goals.
 - b. The suite of student surveys should include, at a minimum, climate, communication, satisfaction, and engagement.
 - c. The suite of parent and community surveys should include, at a minimum, communication, climate, and engagement.
- Our reading of this is that the district is looking to administer 4 employee surveys, 4 student surveys, 3 parent surveys and 3 community surveys for a total of 14 surveys. Is this correct?
- A24. FCPS is looking for the option to administer these surveys at any given time. Our intent is to administer an employee engagement and climate surveys over the next several years. It has not been determined how many of the other surveys will be implemented during this timeframe. Currently the employee exit survey is conducted in house.

- Q25. Page 2 of the RFP notes that the proposed contract will end on June 30, 2020. With the contract extending 4 years, does the district have a preference to which surveys should take place in each of the 4 contract years as this has implications as to how the project is staffed and budgeted?
- A25. This contract is on an as needed basis based on direction received by HR from the school board and/or leadership team. The matrix above shows a sample timeline that is planned but could be amended based on future needs.
- Q26. When does FCPS anticipate posting answers to vendor questions and will they be posted at <http://www.fairfaxcounty.gov/solicitation/#general>?
- A26. All answers will be posted by Monday, May 23. However, we have extended the closing date by 1 week to allow vendors more time to submit their proposals.
- Q27. In Section 18.1 of the RFP, FCPS states that it may award to multiple vendors. Does this mean that FCPS is willing to consider a vendor response that only provides a component of the required scope of work, such as only the survey instrument component or only the survey sampling and delivery technology?
- A27. FCPS intends to award a contract to a single vendor. Reference above modification #2 to the solicitation.
- Q28. Does FCPS use an existing vendor for this scope work? If so, can FCPS identify the current vendor?
- A28. FCPS has worked with Organizational Health Diagnostic & Development Corporation, GALLUP, We Surveys, K12 Insight, New Teacher Center, and Survey Monkey.
- Q29. Could FCPS provide some indication of the total budget allocated for the surveys each year and/or the anticipated level of effort (e.g., the number of hours) each year?
- A29. The budget has not been determined for the surveys. FCPS anticipates administering an Employee Engagement and/or Employee Climate Survey for the length of the RFP. In the past, FCPS has spent between \$34,000 and \$100,000 per survey.
- Q30. Could FCPS share the survey instruments (i.e., the engagement and climate surveys) that are currently being used prior to the proposal due date of June 2, 2016?
- A30. The closing date has been extended to June 9, 2016. The only data that would be available at this time would be the Working Conditions Survey that was administered to teachers. That information can be found at <http://www.fcpswcs.org/>
- Q31. Does FCPS anticipate the need to conduct development of new survey items on the climate and engagement surveys or will the work consist primarily of administering the current versions of these instruments?
- A31. The vendor will need to develop the survey instrument with the option of working with FCPS to develop division-wide specific questions
- Q32. With regard to any student surveys to be conducted, does FCPS require informed consent of all respondents? If so, does FCPS require that the informed consent be documented?
- A32. Yes, FCPS requires written informed consent for the use of student surveys that are not done by staff exclusively to improve some aspect of the instructional program for which they have responsibility. So most student surveys by external personnel would require documented informed (active) consent (from parents), since most of these have intended uses/ research/ communication beyond FCPS. FCPS also requires documented informed assent (student's agreement they understand what they are doing and volunteer their responses).

Q33. With regard to any community (e.g., parents) surveys to be conducted, does FCPS require informed consent of all respondents? If so, does FCPS require that the informed consent be documented?

A33. FCPS does not require documented informed consent when community or parents are surveyed. As adults (and non-employees) it is assumed they consent if they complete the survey.

Q34. Dependent on the level of effort needed to develop a survey, the price for that survey could vary considerably. Can FCPS provide a list of the surveys in each of the following categories:

- Need to be developed
- Already in existence and may be updated
- Need to be implemented as is

A34. All surveys will need to be developed.

Q35. In Section 6.5 on page 4, the RFP notes that reporting on all surveys should provide means to...compare them with other K-12 jurisdictions." This would imply that you are interested primarily in administering survey instruments that have already been used in other school districts, since this is the only way that data could be meaningfully compared. Is this correct?

A35. Yes, that is correct

Q36. One of the requirements (Appendix B) is that vendors "are able to make minimal changes to a survey without compromising the validity of the data or benchmarks." Please clarify what this means.

A36. This means adding words like (principal, direct supervisor, division leadership, etc.) when asking the questions.

Q37. Another of the requirements is that vendors "are able to add additional FCPS questions to the survey if necessary." Please clarify what is meant by "the survey" in this requirement.

A37. This means that FCPS needs to have the ability to add a section with their own questions to the end of the vendor's survey (for instance open ended box for comments).

Q38. Is it possible to issue an extension to accommodate revisions in the RFP and need for responses to questions in order to prepare proposal?

A38. We have extended the closing date to Thursday, June 9 at 2:00 p.m.

Q39. Section 5.3 Student Surveys:

- a) The audience is geared to include the K-12 grades. How young will you want to conduct a survey with? **This has not been determined at this time. However, after vendor selection and if a student survey is implemented, jointly we would conduct stakeholder meetings to determine needs**
- b) Should we consider different surveys for the different age groups? **This has not been determined at this time – see the answer above**
- c) For the younger age groups, should we consider the parent administering the survey on behalf of the child or should we construct a survey that is age appropriate depending on the school needs? **This has not been determined at this time – see the first answer**
- d) Do you expect there to be any open ended questions in the student surveys? If so, how many? **We do not anticipate that at this time**
- e) What is the expected content of the student survey? **This has not been determined at this time**
- f) Has the school technology the students will utilize to participate in the survey have been procured in the past three years? **Depends upon school location**

A39. Answers have been provided above in red font to keep the flow of the questions.

Q40. Section 5.3: Community Surveys:

- a) If you have done these in the past, do you have email addresses available to launch a digital survey to the community? **We have email address for those community members that receive information about FCPS**
- b) For community surveys we often deploy telephone interviews to a random and representative population of the community. Are we allowed to hire a call center to conduct telephone interviews? If so, what information would you want us to provide on the sub-contracting call center? **We do not anticipate phone surveys**

A40. Answers have been provided above in red font to keep the flow of the questions.

Q41. Section 5.3: Exit Survey - If we are to conduct the exit survey, how often would you provide us contact info of the employee for us to reach out to? Should we consider this a daily task?

A41. Currently, this is a daily task

Q42. Section 6.2 - In the last sentence, "Each survey shall be delivered as a stand-alone product that may include multiple surveys for FCPS employees, students, parents and community members." What do you mean by the term 'a stand-alone product that may include multiple surveys'?

A42. Each survey conducted will have its own set of reports, meetings, communication, etc.

Q43. Will there ever be a time where a student and a parent or any other individual will participate in the same survey – outside of a community survey?

A43. Unknown.

Q44. Section 6.4: Training materials and any training:

- a) Do you anticipate training material to be developed for each survey deployed? **We anticipate training materials to be developed for employee surveys**
- b) What level of training do you require? Targeted training or general training for all audience (principles/school board vs. teachers, etc.). **General training**
- c) How do you envision training sessions to occur? On the day of a presentation? Before a presentation is made? Other method? **Training would occur the same day as the presentation to principals, program managers and stakeholders.**
- d) Should we consider the development of an informational video to announce each survey? **Videos have been produced internally with consultation with the vendor**
- e) Should we consider the development of an instructional video for training material for each survey? **Not a requirement in this RFP but could be added as an additional line item**

A44. Answers have been provided above in red font to keep the flow of the questions.

Q45. Section 6.5: As per the pre-proposal conference, please confirm that students/employees with physical disabilities will have the use of an internal FCPS aide to administer the survey(s) to them.

A45. Confirmed.

Q46. Section 6.6: Company created email with technical support" What is the SLA (Service Level Agreement) response time you are looking for? During school hours? During off hours? Nights? Weekends?

A46. Normal working hours (8:00 a.m. – 4:30 p.m.) Monday through Friday during the survey window.

Q47. Section 6.8 - Will we have access to the technology point of contact at FCPS in the testing phase of any survey?

A47. Yes

All other terms and conditions remain unchanged.



Patricia S. Wilkerson, CPPO
Supervisor, Contract Administration

THIS ADDENDUM IS ACKNOWLEDGED AND IS CONSIDERED A PART OF THE SUBJECT
REQUEST FOR PROPOSAL:

Name of Firm

(Signature)

(Date)

RETURN A SIGNED ORIGINAL AND COPIES AS REQUESTED IN THE SOLICITATION.

*Note: SIGNATURE ON THIS ADDENDUM DOES NOT SUBSTITUTE FOR YOUR SIGNATURE ON
THE ORIGINAL PROPOSAL DOCUMENT. THE ORIGINAL PROPOSAL DOCUMENT MUST BE
SIGNED.*

Exhibit A



We're listening! Let your voice be heard!

Help Fairfax County Public Schools better serve you by taking our Employee Engagement Survey — part of our commitment to give every employee a voice. We'll use your feedback to identify our strengths, learn where we can improve, and determine what makes you connect to your work.

Take it through March 11.

Check your email for your personal invitation and survey link.

All responses are strictly confidential!

More information can be found on the FCPS intranet at
<http://fcpsnet.fcps.edu/hr/ees>.

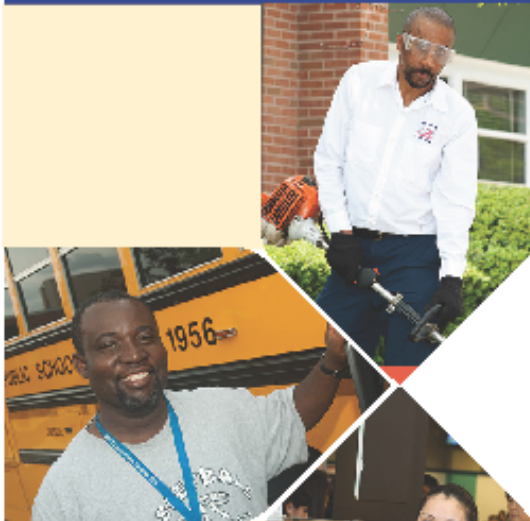


Exhibit B



LET YOUR VOICE BE HEARD

Continuing to create a Caring Culture and a Premiere Workforce so everyone can thrive



Surveys are on-line and confidential. Compensation Survey will be administered by Segal Waters Consulting

Employee Engagement Survey will be administered by K12 Insight.

All personal data is kept confidential.



***BOTH SURVEYS ARE FOR ALL EMPLOYEES**

The Compensation Survey is a part of the Premier Workforce goals within the Ignite Strategic Plan.

EMPLOYEE COMPENSATION SURVEY

February 1 - February 15, 2016

The compensation survey will gather feedback on the views, preferences, and priorities of the employee regarding compensation program options, such as pay and benefits.

Survey results will help guide upcoming focus group sessions and assist in the development of future compensation models.

For more information:
<http://fcpsnet.fcps.edu/hr/tcms>

The Employee Engagement Survey is a part of the Caring Culture and Premier Workforce goals within the Ignite Strategic Plan.

EMPLOYEE ENGAGEMENT SURVEY

February 22 - March 11, 2016

The survey will measure employee feedback on the issues most likely to impact their overall engagement.

Survey results will assist in determining organization strengths and needs, and allow FCPS to benchmark against other school districts nationwide.

For more information:
<http://fcpsnet.fcps.edu/hr/ees>

*with the exception of hourly employees and substitutes

Exhibit C

Sample Pricing Matrix

A. Example of breakdown by line

<u>Item</u>	<u>Employee Engagement Cost Breakdown:</u>	<u>Price</u>
1	Survey administration and development	\$0000
2	Reports (includes X number of reports	\$0000
3	Presentations/breakout sessions (X number)	\$0000
4	Call center/help line	\$0000
5	Landing Page	\$0000
6	Marketing materials	\$0000
7	Any other items listed in the RFP	\$0000
	<u>Total Cost</u>	\$0000

B. Example breakdown by Tier pricing

<u>Item</u>	<u>Student Engagement Cost Breakdown:</u>	<u>Price</u>
1	Up to x units	\$0000
2	Additional 10 units	\$0000
3	From x to XX units	\$0000
4	Call center/help line	\$0000

C. Example of fields for a data file (Provided by FCPS to Successful Vendor)

Email address	Process level	Process Level Description	Department	Department Description
User level	Full Description	5 digit core code	Position	Published Description
Job Code	Scale	Grade	Gender	Age
Region	School Office	Region/ Department	Chief Level	Food Service Group
Years of Service				